
FY18 Performance Plan

Colorado Office of
Economic Development
& International Trade



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Section 1: OEDIT Mission

Advance a thriving Colorado economy by

1. Growing jobs
2. Growing net business starts
3. Maintaining low unemployment rate

OEDIT utilizes a data driven approach to help establish, recruit, support and retain companies and businesses that contribute to a robust and diversified economy and that provide the right jobs for Colorado.

OEDIT includes 10 divisions, which are described in this document, all of which have specific customers and contribute to the strategies and key performance indicators to create a favorable business environment for Colorado. Included in section 5 is an organizational chart reflecting the divisions of OEDIT.

Section 2: OEDIT Strategic Policy Initiatives (SPIs)

OEDIT has undertaken three overarching strategic initiatives in order to advance a thriving and vibrant Colorado:

SPI #1: Ensure strong rural focus for business growth initiatives.

Outcome Measure: Drive/Contribute to the creation of 15,340 rural jobs and 694 net rural business starts by June 2018.

As a subset of this SPI and as part of the cross-departmental Rural Response, Recovery and Resilience (4R) effort, OEDIT will track the creation of rural jobs and net rural business starts in 6 communities (Routt, Rio Blanco, Moffat, Delta, Gunnison, and Montrose Counties) where severe economic disruptions have occurred.

Contributing Strategies:

- Increase small business consulting and training programs directed at job creation and capital.
- Visit 3 rural communities for Advanced Industries Roadshow to educate on Advanced Industries programs – goal to see increase in AI grant applications from rural areas of the state.
- Promote business start up activity in rural areas by assisting the Venture Capital Authority to create a rural seed venture fund supporting the creation of a front range to rural mentoring program and making grants to nonprofit small business lender.
- Promote job growth by administering state funding for 5 regional tourism act projects.
- Coordinate visits to rural communities by SBDC Advisory Board members, who will educate on SBDC programs and identify barriers to small business growth.
- Increase economic and business opportunities between Minority and Women Businesses, government agencies, and corporations by facilitating the certification process, capacity increase, and contract pursuit.
- Develop survey that will measure key drivers of resiliency and business readiness to ensure intervention where needed.
- Continue to give priority to non-profit organizations, businesses and creative entrepreneurs through ongoing recruitment and support in our grants, initiatives and leadership programs.
- Host at least one "Creativity Connects" round-table in one or more rural communities, focusing on opportunities for creative employment and engagement through cross-sector programs and collaboration.
- Drive traveler spending through promotion and development of compelling, sustainable travel experiences for off-peak periods and less-traveled regions.

- Deploy 9 Blueprint 2.0 initiatives to serve as the foundation for business growth and attraction
- Implement initiative to focus on developing 'film ready' communities to increase exposure to the film industry and to attract film production to rural areas.
- Assist economically underperforming communities develop branding strategies.
- Implement a Colorado Outdoor Industry Leadership Summit (COILS)

SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives.

Outcome Measure: Drive/Contribute to the creation of 22,100 advanced industry jobs and 263 net business starts by June 2018.

Strategies:

- Grow global and domestic business opportunities by proactively visiting 6 domestic competitor markets and 4 international target markets.
- Secure funds for 18 federal export grants.
- Focus resources towards existing businesses and more advanced companies through the SBDC Advanced program, Connect2DOT program, and Manufacturer's Edge program.
- Promote job growth via administering contracts for more than 150 active discretionary incentive awards under the job growth incentive tax credit and strategic fund programs.
- Develop 4 regional tech focused conferences to provide business assistance to advanced industry companies.
- Visit 3 rural communities for Advanced Industries Roadshow to educate on Advanced Industries programs.
- Create and implement digital and print campaign focused on advanced industry and targeted regions.

SPI #3: Apply technology to enhance existing ERP System (CORE) and internal control.

Outcome Measure: Migrate greater than 50% of vendor transactions into Salesforce by June 2018.

Strategies:

- Develop a mechanism for tracking PO/CT that will measure the time taken from PO/CT Request by Division to execution.
- Increase accountability and behavior by divisions that will reduce procurement and statutory violations.
- Serve as a tool that will automate the purchase and procurement process

SPI #4: Improve customer service by minimizing administrative burdens and increasing efficiency and security.

Outcome Measure: Enroll 75% of new vendors into the EFT system by June 2018.

Strategies:

- Eliminate paper checks by enrolling all existing and new vendors in the Electronic Funds Transfer system.

OEDIT Scorecard:

	OEDIT Total	SPI #1: Ensure strong rural focus for business growth initiatives	SPI 1a: Support communities where severe economic disruptions occurred (4R***)	SPI #2: Define & employ an advanced industry focus for business attraction, retention, expansion initiatives
Outcome Measures	Annual Target	Annual Target	Annual Target	Annual Target
Growing Jobs	53,300	15,340	2,894	20,450
Growing Net Business Starts	1,271	694	57	323
Maintaining Low Unemployment (monitoring only)	2.4% (U-3)*	2.7%	3.1%	-
	6.4% (U-6)**	-	-	-

*Official unemployment rate is the percentage of the labor force that is unemployed and has actively looked for a job within the past four weeks. The unemployment rate is updated monthly by the Bureau of Labor and Statistics (BLS).

**Unemployment rate that includes discouraged job-seekers who have ceased looking for jobs and part-time workers looking for full-time employment (this rate is considered to be a better depiction of the economy).

***Rural Response, Recovery & Resilience (4R) is the collaboration of DOLA, OEDIT, CDLE, DNR, and Agriculture working simultaneously to support communities (Routt, Rio Blanco, Moffat, Delta, Gunnison, Montrose, Clear Creek, and Grand) where severe economic disruptions occur due to transition or loss of core industries or major employers.

SPIs	Outcome Measure	Annual Target
SPI #3: Apply technology to enhance existing ERP system and internal control	Migrate greater than 50% of vendor transactions in to Salesforce by June 2018	>50%
SPI #4: Improve customer service by minimizing administrative burdens and increasing efficiency and security	Enroll 75% of new vendors into the EFT system by June 2018	75%



Section 3: Cross Cabinet Goals (Vision 2018)

In addition to the above strategic policy initiatives, OEDIT is collaborating with other departments within the State to align efforts with cross-cabinet goals geared towards economic development. As a result of this collaboration, there are three Vision 2018 initiatives towards which OEDIT contributes and which complement our agency SPIs, and which are aligned with our State vision of advancing a Colorado economy:

1. Be the most connected state by ensuring all residents and businesses have access to affordable basic broadband and have the highest broadband capacity per capita;
2. Promote entrepreneurship and business growth by streamlining regulations and making government business services and requirements easier to navigate;
3. Increase travel time reliability in three corridors: I-25 (from north C470 to south C470); I-70 (from Vail to C470); US 36.

Section 4: FY17 Performance Evaluation

Below is OEDIT's most updated performance evaluation from FY17. Key insights from FY17 have been leveraged in the refinement of our mission and in the development of more focused, metric-driven SPIs for the third quarter of FY17 and FY18.

SPI #1: Assisting rural Colorado communities develop nurture and grow their local economy.

Outcome Measure: Increase regional leadership succession planning from 0 regions to 14 regions by June 2017.

Strategies:

- Incorporate leadership development and succession plans in regional economic blueprints.

Update:

- Leadership planning occurred through the Blueprint 2.0 effort. OEDIT worked with communities around the state to develop long-term economic plans and strategies. This effort required a core team of local leaders to be identified and OEDIT partnered with these leaders to work through obstacles that may be hindering local initiatives.
- Increasing the number of leadership training programs (COILS, CCI Change Leaders, CTO Leadership Program).

Update:

- The Colorado Outdoor Industry Leadership Summit (COILS) was hosted in Denver in September. Due to the success of COILS, smaller regional spin-offs of the summit (COILSX) were conducted in Boulder, Grand Junction, CO Springs, and Breckenridge. The gatherings convened hundreds of leaders in the ORec industry to foster collaboration and explore how communities can work together to drive new innovation and growth to further Colorado's position as a national leader in the ORec industry.
- Colorado Creative Industries (CCI) Change Leader Institute took place over 3 days in May in Breckenridge, 8 individuals were awarded Change Leader certifications with 40 Change Leader alums in attendance.
- Colorado Tourism Leadership Journey, a tuition-based initiative to support tourism talent, was in development through FY17 and will commence in July with an inaugural class of 20 participants.

SPI #2: Strengthening Colorado's unique attributes and empowering access for Coloradans.

Outcome Measure: Increasing perception of B2B network opportunities by 1 point in Business Survey by June 2017.

Strategies:

- Continuing to create, host and promote industry empowering events (CCI Summit, COIN, CTO, SBDC, COILS)

Update:

- The business survey data results showed an increased score of .7 points for B2B network opportunities in FY17.
- Industry empowering events hosted by OEDIT in FY17 include: SBDC Veterans Small Business Conference, SBDC Women’s Small Business Conference, COIN Reverb, MBO Procurement Expo, CCI Summit, CTO Governor’s Conference, COILS.

SPI #3: Attract, retain, and grow business.

Outcome Measure: Increase goods and services satisfied within region (vs. importing) to above 50% in identified industries by June 20XX.

Strategies:

- Rollout Blueprint 2.0 initiatives.

Update:

- Recipients of the first round of the Colorado Blueprint 2.0 initiatives were announced in July. As of June, all initiatives have been completed. Each recipient participated in a satisfaction survey within 6 weeks of the completion of their initiative. Final feedback analysis of the survey will be available in early July.

- Increasing focus, support and growth of small business

Update:

- Through the efforts of the SBDC over 2,500 small business jobs and 320 small business starts were created in FY17.

- Build concentration of key industry businesses

Update:

- The Strategy & Analytics team within the Global Business Development (GBD) division continues to shift the recruitment, retention and expansion strategy to provide a focused approach for recruiting in urban areas for chain of supply and key industry companies.

- Increase access to global opportunities

Update:

- The State Trade Expansion Program (STEP), administered by the Global Business Development division, granted \$92,447 in funding to 26 companies. Awarded companies traveled to 10 global markets resulting in \$4,846,247 in export sales. The Advanced Industries Export (AI Export) and Global Consultant Network (GCN) granted \$186,570 to 24 companies - 13 global markets were accessed through these programs.

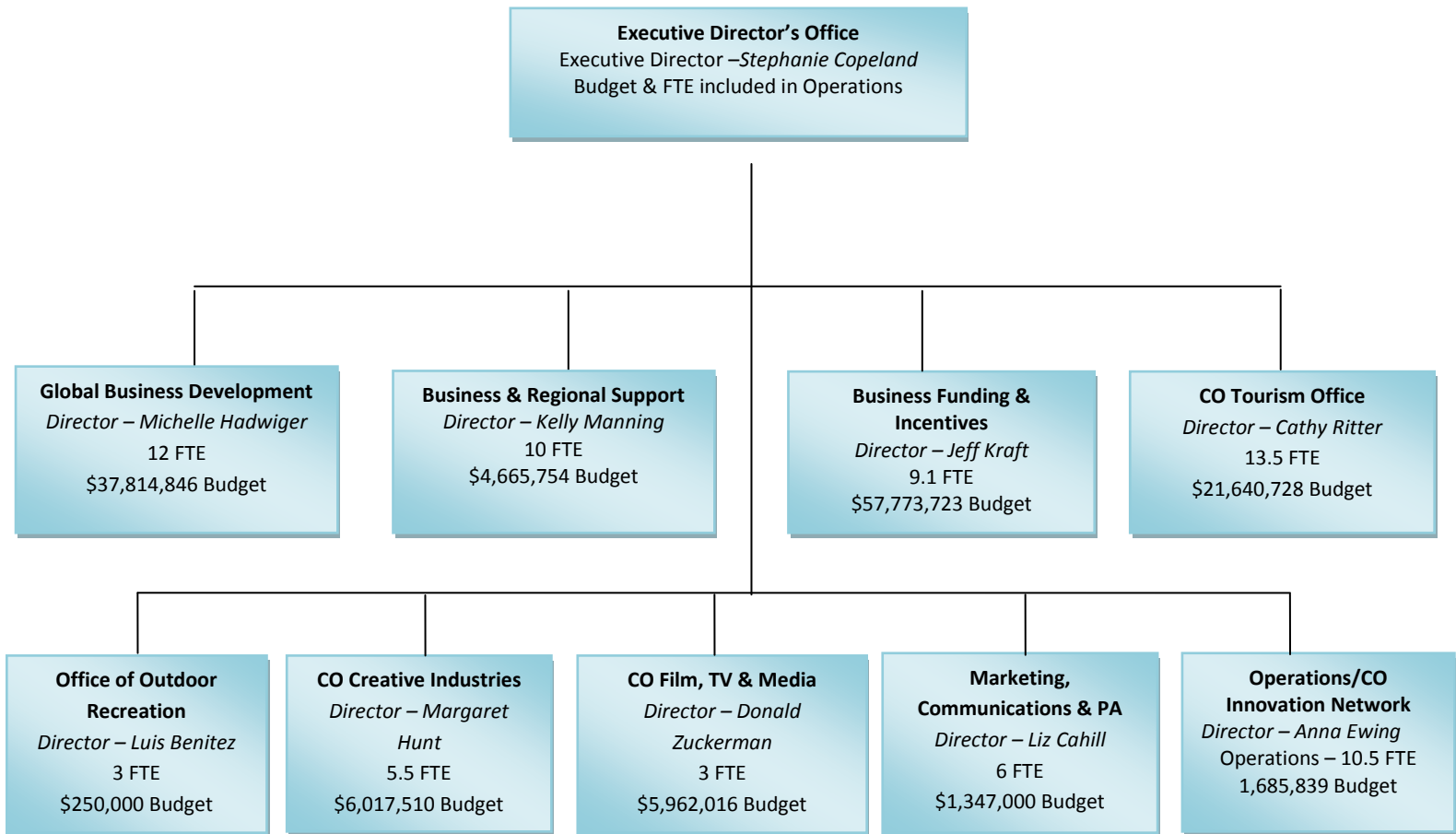
- Alignment of ITO with GBD to focus on FDI opportunities

Update:

- In April 2017, Executive Director of OEDIT and GBD staff members traveled to Europe on a proactive business development and FDI trip. OEDIT engaged with business and thought leaders throughout the European market to strengthen Colorado's relationships and support efforts in developing unique economic opportunities to create and retain jobs in the state of Colorado. Focusing on key industries within these countries and Colorado allows us to promote our state's innovative economy and business environment to potential foreign investors.

*The SPIs and metrics for FY17 were changed in May in conjunction with new Executive Director. The SPIs for the final two months of FY17 are the same SPIs that will be used in FY18.

Section 5: OEDIT FY18 Organization Chart



**Total Department FTE & budget breakdown
(based on FY 2016-17 appropriations)**

<u>72.6</u>	<u>Total FTEs</u>
<u>137,157,416</u>	<u>Total funds</u>
32,072,218	General funds
76,833,381	Cash funds
85,291	Re-appropriated funds
28,166,526	Federal funds



Section 6: Divisional Performance Plans

6.1 Global Business Development (GBD)

GBD Focus:

The Global Business Development (GBD) division elevates Colorado businesses and communities by offering programs, services and incentives that foster an innovative and healthy economy where people, businesses and communities thrive. Such offerings include tax incentives and grant programs related to business recruitment, retention and expansion, foreign direct investment and data analytics services.

GBD SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives

Outcome Measures: Drive/Contribute to the creation of 631 rural jobs and 11 net rural business starts by June 2018

Strategies:

- Visit 3 rural communities for Advanced Industries Roadshow to educate on Advanced Industries programs.
- Develop survey that will measure key drivers of resiliency and business readiness to ensure intervention where needed.
- By participating in one event or meeting outside of the Denver metro/front range region each month, the global business development team will increase exposure, access and knowledge of global programs and services to rural Colorado communities.

SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives.

Outcome Measure: Drive/Contribute to the creation of 5,900 advanced industry jobs and 23 net business starts by June 2018.

Strategies:

- Grow global and domestic business opportunities by proactively visiting 6 domestic competitor markets and 4 international target markets. By utilizing data from research conducted by the strategy & analytics team we will identify top target regions
- Secure funds for 18 federal export grants.
- Promote job growth via administering contracts for more than 150 active discretionary incentive awards under the job growth incentive tax credit and strategic fund programs.
- Visit 3 rural communities for Advanced Industries Roadshow to educate on Advanced Industries programs.

GBD Programs:

Advanced Industries Accelerator Program (AIA)

The following industries are defined to be advanced industries: Advanced manufacturing, aerospace, bioscience, electronics, energy and natural resources, infrastructure engineering, and information technology. The program includes the following types of grants:

- A proof-of-concept grant for an advanced industry research project to an eligible office of technology transfer;
- An early-stage capital and retention grant to an eligible company for the purpose of accelerating the commercialization of advanced industry products or services to be manufactured or performed in the state; and

- An infrastructure grant for an advanced industry project that builds or utilizes infrastructure to support or enhance the commercialization of advanced industry products or services or that contributes to the development of an advanced industry workforce.

Funding Source: [HB 13-1001](#), Advanced Industries Acceleration Cash Fund

Personnel: Three full time OEDIT staff members, OEDIT division director, external industry leads, Economic Development Commission (EDC) members

Advanced Industries Export Accelerator Program

The advanced industries are advanced manufacturing, aerospace, bioscience, electronics, energy and natural resources, infrastructure engineering, and information technology. The program consists of international export development expense reimbursement, export training, and global network consultation.

Funding Source: [HB 13-1193](#), Advanced Industries Export Acceleration 10 Cash Fund

Personnel: One OEDIT Sr. Manager and two OEDIT managers, OEDIT division director

Job Growth Incentive Tax Credit (JGITC)

JGITC is a performance-based job creation incentive program – businesses must create and maintain permanent net new jobs for one year before receiving credit.

Funding Source: The General Fund

Personnel: OEDIT GBD Division Director, Four OEDIT GBD staff

Strategic Fund Incentive

The Strategic Fund is a cash incentive program; businesses must create and maintain permanent net new jobs for one year before receiving an incentive.

Funding Source: The General Fund

Personnel: OEDIT GBD Division Director, Four OEDIT GBD staff

GBD Scorecard:

		GBD Total	SPI #1: Ensure strong rural focus for business growth initiatives	SPI #1a: Support communities where severe economic disruptions occurred (4R***)	SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives
Outcome Measures	Strategies/Programs	Annual Target	Annual Target	Annual Target	Annual Target
Net new jobs approved by the EDC	JGITC & Strategic Fund	8500	128	26	5780
	AIA	125	10	2	115
Unemployment rate (monitoring) U-3 and U-6 rate	U-3	2.3%	-	-	-
	U-6	6.9%	-	-	-

6.2 Regional & Business Support

Business and Regional Support is the culmination of efforts to assist rural, urban and metro areas of Colorado. Through the alignment of the Colorado Small Business Network, Regional Support and the Minority Business Office, resources are provided to help businesses and communities connect to the existing infrastructure that ensures no duplication of efforts exists.

a. Small Business Development Center (SBDC)

SBDC Focus:

The Colorado Small Business Development Center (SBDC) Network is dedicated to helping small businesses statewide grow and prosper by providing free, confidential consulting and no or low-cost training programs.

Customer: Small Businesses - The Small Business Administration has established two widely used size standards – 500 or fewer employees for most manufacturing and mining industries and \$7.5 million or less in average annual receipts for many nonmanufacturing industries.

SBDC SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives

Outcome Measures: Drive/Contribute to the creation of 350 rural jobs and 75 net rural business starts by June 2018

Strategies:

- Expanding programs to new area or underserved industries or demographics such as technology, manufacturing, procurement, Veterans, and Minorities.
- Increase the number of clients consulted; the number of consulting sessions held, direct and preparation hours spent consulting with businesses, and the number of “long-term” clients – clients that have five or more hours of assistance in one year.
- Coordinate visits to rural communities by SBDC Advisory Board members, who will educate on SBDC programs and identify barriers to small business growth.

SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives

Outcome Measure: Drive/Contribute to the creation of 110 advanced industry jobs and 25 net business starts by June 2018.

Strategies:

- Provide high quality business assistance that increases the number of jobs created and retained.
- Focus resources towards existing businesses and more advanced companies through the SBDC Advanced program, Connect2DOT program, and Manufacturer’s Edge program.

SBDC Programs:

Colorado SBDC Core Program

The SBDC combines information and resources from federal, state and local governments with those of the educational system and the private sector to meet the specialized and complex needs of the small business community. Statewide there are 14 centers and more than 70 part time satellite centers that offer free one-on-one consulting services and no- or low-cost training. These services are confidential, effective and free.

Funding Source: SBA Grant
Personnel: 5 full time OEDIT employees.

Connect2DOT

This program was formed as a result of an innovative partnership between the Colorado SBDC Network and the Colorado Department of Transportation (CDOT). The program is designed to assist small businesses in the transportation industry become more competitive and successful in bidding and contracting with CDOT and other local transportation agencies.

Funding Source: Colorado Department of Transportation
Personnel: 3 full time OEDIT employees.

LEADING EDGE

The Colorado SBDC Network's flagship strategic planning series, LEADING EDGE, delivers comprehensive training to small businesses by providing entrepreneurs with a better understanding of starting and operating a small business. The program has courses geared to help both start-up and existing businesses in the areas of finance, marketing, management and more.

Funding Source: State General Fund.
Personnel: 4 full time OEDIT employees.

SBDC ADVANCED

This is an economic gardening program focused on helping second-stage companies by providing specialized business assistance by refining core strategies. The program provides access to in-depth market research, geographic information system analysis, competitor analysis, and search engine optimization. The businesses form lasting relationships with highly experienced mentors and advisors spurring future growth.

Funding Source: None
Personnel: 3 full time OEDIT employees.

Disaster Relief and Preparedness

The Colorado SBDC Network assists businesses who have been affected by recent disasters in Colorado and helps business prepare for future disasters, including devastating wildfires and floods. Program consultants and trainers assist with disaster loan applications, long-term planning, insurance navigation, physical and economic loss estimations, business preparedness and more.

Funding Source: CDBG-DR Funds through DOLA and HUD
Personnel: 2 full time OEDIT employees.

Small Manufacturer's Advantage (SMA)

SMA is a partnership program providing integrated support to small manufacturers across Colorado by leveraging the coordination of key strategic organizations such as Manufacturer's Edge, the Colorado Small Business Development Center Network (SBDC), the State of Colorado Office of Economic Development and International Trade (OEDIT), the World Trade Center (WTC), and the Procurement Technical Assistance Center (PTAC). The result is a unique and powerful synthesis of expertise and resources designed to help Colorado manufacturers succeed across all stages of the organizational life cycle.

Funding Source: Manufacturer's Edge and OEDIT Advanced Industry Grant
Personnel: 2 full time OEDIT employees.

TechSource

The SBDC Technology Program (SBDC TechSource) is a multi-faceted program maximizing the economic potential of Colorado companies through direct assistance to technology ventures as well as assistance in utilizing new technology available to business owners.

The program is broken down into two distinct categories. Category 1 (**Innovate**) assists innovative and technology driven companies through custom fit expert consulting and relevant tech programs. Category 2 (**Integrate**) is focused on assisting any and all companies in the utilization of technology to enhance business outcomes.

Personnel: 2 full-time OEDIT employees.

Funding Source: Core Grant

SBDC Scorecard:

		SBDC Total	SPI #1: Ensure strong rural focus for business growth initiatives	SPI #1a: Support communities where severe economic disruptions occurred (4R***)	SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives
Outcome Measures	Strategies/ Programs	Annual Target	Annual Target	Annual Target	Annual Target
Growing Jobs	Economic Gardening TechSource Connect2Dot LEADING EDGE	2,300	350	15	110
Growing Net Business Starts	Economic Gardening TechSource Connect2Dot LEADING EDGE/Small Manufacturers AdvantEdge	351	75	13	25

b. Regional Economic Development

Regional Economic Development Focus:

Regional Economic Development's focus is to partner with Colorado's 14 regions to encourage resiliency within Colorado's communities. Through locally-driven collaboration, regional economic development partners with economic developers, industry representatives, government officials, academia, nonprofits and community organizations to identify and inform strategic economic growth strategies.

Regional Economic Development SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives.

Outcome Measure: Deployment of 9 Blueprint 2.0 initiatives by June of 2018.

Strategies:

- Develop survey of key drivers of resiliency and business readiness to ensure intervention where needed and continued progress toward stronger regional economies
- Deploy the nine Blueprint 2.0 initiatives to serve as the foundation for business growth and attraction
- Partner with communities to support strategic planning efforts, which may consist of community assessments

SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives.

Outcome Measure: Complete 300 hours of small business mentoring in the area of health and wellness to increase employee engagement and talent recruitment in rural Colorado.

Strategies

- Contract with SBDC centers to deploy health and wellness consulting services
- Encourage communities to utilize the brand of health and wellness to attract companies within the health and wellness industry to locate to within the area
- Partner with communities to develop strategic plans with the ultimate goal of business attraction, retention and expansion

Regional Economic Development Programs:

Blueprint 2.0 Initiatives

Regional will work with the initiative leads to ensure successful implementation of the 9 Blueprint 2.0 initiatives.

Funding Source: No funding associated with Blueprint 2.0.

Personnel: 2 Full-time OEDIT employees.

Regional Economic Development Scorecard:

SPIs	Outcome Measure	Annual Target
SPI #1: Ensure strong rural focus for business growth initiatives.	Deployment of 9 Blueprint 2.0 initiatives by June of 2018	9
	Grow jobs and net business starts in communities where severe economic disruptions have occurred (4R initiative)	1% increase YOY
SPI #2: and employ an industry focus for business attraction, retention, expansion initiatives	Complete 300 hours of small business mentoring in the area of health and wellness to increase employee engagement and talent recruitment in rural Colorado	300



c. Minority Business Office (MBO)

MBO Focus:

The focus of the Minority Business Office (MBO) is to advance business opportunities, build relationships, advocate, and provide resources and information for minority and women-owned businesses (M/WBE). MBO has established a wide network of public, private and government resources that can be leveraged by businesses of all types and sizes. MBO assists businesses with establishing themselves in the marketplace, expanding their business knowledge, networking, and expanding prospects.

MBO SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives

Outcome Measures: Drive/Contribute to the creation of 20 rural jobs and 8 net rural business starts by June 2018

Strategies:

- Increase economic and business opportunities between M/WBE's, government agencies, and corporations by facilitating the certification process, capacity increase, and contract pursuit.
- Support programs, educational sessions, and events that facilitate certification consulting, training, and networking opportunities for M/WBE's throughout Colorado.
- Create strong community partnerships to be informed of federal, state, and local projects to support M/WBE participation.
- Advocate for inclusion and diversity in business in Colorado.

SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives

Outcome Measure: Drive/Contribute to the creation of 40 advanced industry jobs and 15 net business starts by June 2018.

Strategies:

- Provide high quality business assistance that increases the number of jobs created and retained.
- Focus resources towards existing businesses and more advanced companies through the SBDC Advanced program, Connect2DOT program, and Manufacturer's Edge program.

MBO Programs:

Pathway to certification

Consulting program that supports certification and subsequent marketing tools with the purpose to obtain government and corporate contracts.

Funding Source: MBO General Fund

Personnel: 2 full-time OEDIT employees

Leading Edge for International Opportunities

Assistance program to support and educate entrepreneurs in taking product or service to countries abroad.

Funding Source: General Fund

Personnel: 2 full-time employee's oversight/Partnership with WTC and SBDC

MBO Scorecard:

		MBO Total	SPI #1: Ensure strong rural focus for business growth initiatives	SPI #1a: Support communities where severe economic disruptions occurred (4R***)	SPI #2: Define & employ an advanced industries focus for business attraction, retention, expansion initiatives
Outcome Measures	Strategies/ Programs	Annual Target	Annual Target	Annual Target	Annual Target
Growing Jobs	Path to Certification/ International/ Export Grant/ Mentorship Programs	250	20	5	40
Growing Net Business Starts	Outreach & training programs to Colorado businesses by FYE 2018	25	8	2	15



6.3 Business Funding & Incentives (BF&I)

BF&I Focus:

Advancing a thriving Colorado economy by providing incentives, financing and assistance programs to businesses and communities.

BF&I SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives.

Outcome Measures: Drive/Contribute to the creation of 14,000 rural jobs and 600 net rural business starts by June 2018

Strategies:

- Promote business start up activity in rural areas by assisting the Venture Capital Authority to create a rural seed venture fund supporting the creation of a front range to rural mentoring program and making grants to nonprofit small business lender.
- Promote business starts and growth by granting funds to small business lenders.

SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives

Outcome Measure: Drive/Contribute to the creation of 16,000 advanced industry jobs and 200 net business starts by June 2018.

Strategies:

- Promote job growth via administering contracts for more than 150 active discretionary incentive awards under the job growth incentive tax credit and strategic fund programs.

BF&I Programs:

Job Growth Incentive Tax Credit (JGITC)

The Job Growth Incentive Tax Credit is a performance-based program, managed jointly with the Industry Management team that provides state income tax credits to businesses that create new jobs and that would not have occurred in Colorado but for this program.

Funding: \$450K Economic Development Commission (EDC) Discretionary funding

Personnel: 2.5 full-time OEDIT employees

Strategic Cash Fund Incentive

The Strategic Fund Cash Incentive program is a performance-based grant program administered jointly with the Industry Management team and supports and encourages new business development, business expansions and relocations that have generated new jobs throughout the state. In some cases, the Strategic Cash Fund may also be able to provide support for initiatives led by non-profit entities pertaining to key industries or regional development.

Funding Source: \$450K Economic Development Commission (EDC) Discretionary funding

Personnel: 2.5 full-time OEDIT employees

Enterprise Zone Tax Credits (EZ)

Colorado's Enterprise Zone (EZ) program provides tax incentives to encourage businesses and non-profits to locate, expand, and invest in designated economically distressed areas of the state.

Funding Source: \$366.5k EDC Discretionary Funding

Personnel: 1 full-time employee

Job Training Grant Programs (CFEI)

The Colorado First and Existing Industry grants are jointly administered by OEDIT and the Colorado Community College System. The state provides matching dollars for employee training to retain and grow jobs.

Funding Source: Long Bill General Fund

Personnel: overlap with JGITC

Public Infrastructure Grants:

The Infrastructure Assistance program is designed to create new permanent jobs and retain existing jobs, primarily for low- and moderate-income persons.

Funding Source: Federal Funds granted to city or county through the Community Development Block Grant Program – CDBG

Personnel: DOLA

Aviation Development Zone Tax Credit (ADZ)

Aircraft manufacturers or repairers located in a Colorado aviation development zone (certain airports) may qualify for a state income tax credit of \$1,200 per new employee.

Funding Source: overlap with JGITC

Personnel: overlap with JGITC

Colorado Business Financial Assistance Options

OEDIT provides several financing tools for businesses throughout Colorado including debt and equity financing, cash incentives, grants, and tax credits to support economic development activities that improve and support employment opportunities. Those programs and tools are listed below:

- Colorado Capital Access (CCA) - SSBCI
- Cash Collateral Support (CCS)
- Colorado Credit Reserve (CCR)
- Venture Capital Authority (VCA)
- Historic Preservation Tax Credits for Commercial Structures (HPTC)
- Advanced Industry Investment Tax Credit Program
- Community Development Block Grant-Disaster Recovery (CDBG-DR) Program for Economic Revitalization
- Rural Jump-Start Zone Program (RJZ)
- CDBG Business Loan Funds
- CDBG Planning and Feasibility Studies
- Certified Capital Companies (CAPCO) Program

Funding Source: various

Regional Tourism Act (RTA)

Program that gives local governments the opportunity to apply with the EDC for approval of large scale Regional Tourism Projects that are of extraordinary and unique nature and anticipated to result in substantial increase in out-of-state tourism, and that generate a significant portion of the sales tax revenue by transactions with nonresidents of the respective tourism zone. Funding and personnel as JGITC)

Funding Source: \$450K Economic Development Commission (EDC) Discretionary funding

Personnel: 2.5 full-time OEDIT employees

BF&I Scorecard:

		BF&I Total	SPI #1: Ensure strong rural focus for business growth initiatives	SPI #1a: Support communities where severe economic disruptions occurred (4R***)	SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives
Outcome Measures	Strategies/ Programs	Annual Target	Annual Target	Annual Target	Annual Target
Growing & Retaining Jobs	EZ, BLF, Aviation Dev Zone, CCS/SSBCI, CCR, VCA, CDBG DR Grants & Loans and Workforce Dev, CF&EI, HPTC	40,000	14,000	2,800	16,000
Growing & Supporting Net Business Starts	Rural Jump Start, Angel Investor Tax Credit, VCA, BLF, EZ, Character Bus. Loans	850	600	36	200



6.4 Colorado Creative Industries (CCI)

CCI Focus:

Support and expand the impact of creative industries, artists and entrepreneurs, connecting communities to advance a thriving and vibrant Colorado.

CCI SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives.

Outcome Measure: Growing 1,835 jobs in the creative sector, 747 of those jobs in rural Colorado

Strategies:

- Continue support equal access to funding and services to non-profit organizations, businesses and creative entrepreneurs in rural and urban/front range regions in Colorado through ongoing recruitment and support in our grants, initiatives and leadership programs.
- Host at least one "Creativity Connects" round-table in one or more rural communities, focusing on opportunities for creative employment and engagement through cross-sector programs and collaboration.
- Actively recruit rural representation in CCI's bi-annual Change Leader Institute program and support the Change Leader network in collaborative work among the creative sector and a variety of other community leadership
- Further develop the Space to Create initiative to build and sustain affordable artist live/work space in rural Colorado
- Administer and grow resources targeted at the Colorado Creative District program
- Facilitate Blueprint 2.0 Creativity Lab Initiative to support strategic investment by rural communities in the creative industries
- Provide direct funding to nonprofit organizations, arts partnerships and creative entrepreneurs in rural Colorado
- Confer stewardship and expertise upon statutory programs supporting arts and cultural vitality
- Provide support for Colorado Music Strategy including Take Note, Detour & IMTour

CCI Programs:

Creativity Connects

A National Endowment for the Arts initiative to support dialogue among the creative sector and other sectors through a roundtable format to help build collaboration. CCI's focus will be in one or more rural communities.

Funding: National Endowment for the Arts and CCI cash funds

Personnel: % of three CCI program staff

The Change Leader Institute and Certification Program

The Change Leader Institute and Certification program better equips cultural and civic leaders to manage environmental and organizational change by developing leadership skills create a support and mentoring network to reduce geographic isolation and become catalysts for change in their communities. Primary customers are people representing communities--both urban and rural--across Colorado and the communities in which they implement the concepts they learn in the institute.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies; registration fees

Personnel: % of CCI Deputy Director, 1 contractor, and 3 consultants.

Space to Create Colorado

Space to Create is the first state-driven initiative for affordable live/work space for artists in the nation. The purpose is to develop affordable housing and work space for artists and arts organizations and to position Colorado as the nation's leader in artist-led community transformation in rural communities. Space to Create, led by Colorado Creative Industries, partners with the Colorado Department of Local Affairs, the Boettcher Foundation and other foundations, History Colorado and a non-profit housing development expert, Artspace. The partnership facilitates the development of nine projects in Colorado over the course of eight years.

Funding Source: CCI Cash Fund & partner resources

Personnel: None; CCI Director and community partner oversight

The Creative District Certification

The Creative District Certification process focuses on defining specific geographic areas that can attract artists and creative entrepreneurs to a community, infuse new energy and innovation and enhance the economic and civic capital of the community. Creative Districts create hubs of economic activity, thereby enhancing the area as an appealing place to live, visit and conduct business, as well as generate new economic activity. Program support offers selected communities access to financial and technical support and networking and training programs. Primary customers are Colorado communities, including local government entities, commercial businesses and nonprofit cultural organizations within and surrounding the Certified Creative Districts. Secondary customers are residents of the broader community and region as well as regional, national and international visitors.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies

Personnel: % of 3 CCI staff

Blueprint 2.0 Creativity Lab Initiative

Initiative created to support training and skill development through a site-specific workshop and follow-up for rural communities that want to investigate a strategic focus on creative industries and community vitality focused on the arts and culture.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies

Personnel: % of two CCI staff, one consultant team

Career Advancement Awards and SBDC Scholarships

Scholarships provide support for increased business acumen to artists, creative entrepreneurs and creative small business to help stimulate their business or increase monetization of their creative ideas.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies

Personnel: % of three CCI program staff

The Annual Creative Industries Summit

The Annual CCI Summit is for people interested in learning about resources in Colorado and networking with leaders in creative industries. The Governor's Creative Leadership Award is presented at the Annual Summit and recognizes individuals in the state who are making a difference in people's lives through the strategic use of the arts. Our primary customers are creative small businesses and entrepreneurs with a secondary customer group of cultural institutions and community leaders.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies; registration fees

Personnel: % of all CCI staff and community partners

SPI: Engaging and training community leaders

Colorado Creates

Colorado Creates and project grants are financial support for organizations and communities to produce arts and cultural activities, impacting people in all regions of the state and enhancing the quality of life. Efforts are made to ensure distribution of funds throughout the state, with a specific goal of increasing investment in rural communities.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies

Personnel: % of 3 CCI program staff and multiple advisory panel volunteers; approval of grants by Creative Industry Council

Art in Public Places (1% for Art in Capital Construction Projects)

Art in Public Places is applied to state buildings being constructed or renovated and legislated for the acquisition of public art. The primary customers are the students, faculty and visitors to the public institutions enhanced by the public artworks along with artists commissioned or providing artwork for purchase.

Funding Source: Capital Construction budgets & administrative fee

Personnel: 1 CCI program manager

The Creative Capitol Program

The Creative Capitol program brings permanent and rotating art exhibitions by Colorado artists to the state capitol building, celebrating Colorado's rich creative economy and sharing it with Coloradans.

Funding Source: N/A

Personnel: % of 1 CCI program manager and artist/organizational partnerships

Colorado Music Strategy

Colorado Music Strategy provides support for musicians, music-related businesses, music presenters, music teachers, music education for students and university-based research.

Funding Source: Combination of CCI Cash Fund, NEA funds, and Bohemian & Anschutz Foundations partnership funds

Personnel: % of three CCI program staff

CCI Scorecard:

		CCI Total	SPI #1: Ensure strong rural focus for business growth initiatives	SPI #1a: Support communities where severe economic disruptions occurred (4R***)
Outcome Measures	Strategies/ Programs	Annual Target	Annual Target	Annual Target
Growing Jobs	Creative Districts/Art in Public Places /Career Advancement/Colorado Creates Grants	1835	747	26



6.5 Colorado Office of Film, Television & Media (COFTM)

COFTM Focus:

The focus of the Colorado Office of Film, Television & Media is to expand and support the state's film and television content creation business to advance a thriving and vibrant Colorado. We offer incentives, resources referrals, and liaison support to create a business friendly atmosphere for visiting filmmakers, festival go-ers, and homegrown storytellers.

COFTM SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives.

Outcome Measure: Increase opportunity, grant, and incentive focus to rural areas to 40% by June 2018.

Strategies:

- Continue promoting Colorado's "un-filmed" locations and entice projects that need locations in rural areas, increasing the total economic impact deployed to rural areas
- Prioritize grant and scholarship programs in rural areas
- Prioritize the networking, educational, and program opportunities in rural areas

SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives.

Outcome Measure: Drive/Contribute to the creation of 240 FTEs by June 2018.

Strategies:

- Strategically incentivize projects that increase the number of full time equivalent jobs, and deploy 100% of incentive funds.
- Utilize the incentive funds to incentivize local business and projects to increase the number of business starts.
- Continue proactive recruitment and networking in order to spread the word about Colorado's friendly business climate and talented workforce.

COFTM Programs:

Incentive Promotion and Management

COFTM offers a 20% cash rebate for eligible production costs. The incentive program covers feature films, television pilots, television series (broadcast and cable), television commercials, music videos, industrials, documentaries, and video game design and creation, as well as other forms of content creation. We also offer a free online location & crew guide to promote all that Colorado has to offer.

Funding: State General Fund

Personnel: 3 FTE

Blueprint 2.0 Film Initiative

COFTM is offering a "major film production initiative" through Blueprint 2017, which aims to give exposure to rural and "un-filmed" locations to location scouts working within the surrounding states.

Funding: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 3 FTE

Community Partnerships

Promoting Colorado is a collaborative effort. Through local tourism and visitors bureaus, economic development offices, and regional film offices COFTM can better serve the film community. Regional partnerships help us market the diversity of each region and identify local support services.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 3 FTE

Education/Networking Programs

COFTM offers several types of continuing education and hands on experience for filmmakers, students, and anyone interested in film, television, digital media, and animation. Through local partnerships with film festivals, arts organizations, and local businesses we offer workshops, panels, networking events, and intensive classes for those in or out of school.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 3 FTE

College Road Tour

COFTM utilizes Colorado's top industry leaders to tour colleges and high schools throughout the state to discuss the film industry with aspiring media students. Students have the opportunity to connect with current industry professionals about their career paths and network with people from a variety of specialties after the workshop. The tour was created in order to encourage students in film or theater programs to stay in Colorado, and how to make the most of their early careers.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 3 FTE

Education Grants

Working with local film schools and high schools, COFTM offers grants that provide hands on production experience during one semester. Through the grant, schools produce an original documentary over one semester that will air on public television.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 3 FTE

Film Festival Support and Promotion

COFTM currently supports almost 30 film festivals and events throughout each year. We are here to help support existing events, both financially and promotionally, and identify new opportunities for communities. We also attend and speak at the festivals and help wrangle filmmakers and talent as guests.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 3 FTE

Advertising and Marketing

COFTM plans to use low cost marketing options including social media, newsletters, and blogs. We do have a small budget that strategically places advertisements for a large impact. Continue our Colorado Experience Road Show, which helps our marketing and outreach in rural areas of Colorado.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 3 FTE

Promote Local B2B Opportunities

Increase education and opportunities for Colorado production companies to work directly with Colorado companies on advertising, corporate videos, etc., in order to gain more work outside of incentivized projects.

Funding: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 3 FTE

COFTM Scorecard:

		COFTM Total	SPI #1: Ensure strong rural focus for business growth initiatives	SPI #1a: Support communities where severe economic disruptions occurred (4R***)
Outcome Measures	Strategies/ Programs	Annual Target	Annual Target	Annual Target
Growing Jobs	Film incentive	240 FTE	60 FTE	15 FTE
Increase opportunity, grant, and incentive focus in rural areas	Strengthen content creation business and increase opportunity for industry and students	N/A	40%	-
Percentage of total economic impact from incentivized vendor spend deployed to rural areas (audited and completed projects only)	Film incentive	N/A	33%	-
Net increase in incentive spend ROI	Film incentive	10%	-	-



6.6 Outdoor Recreation (ORec) Industry Office

ORec Focus:

Our focus is to champion communities, organizations, and people to come to life through Colorado's great outdoors.

Through building on our outdoor heritage we will;

- Promote inclusive access for all while strengthening our stewardship ethic
- Work on conserving public lands and waters while sparking sustainable economic development
- Drive innovations that compliment healthy outdoor lifestyles
- Invest resources towards workforce training to deepen ORec educational opportunities

ORec SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives.

Outcome Measure: Drive/Contribute to the creation of 25 rural jobs and 10 net rural business starts by June 2018

Strategies:

- Create and implement a Colorado Outdoor Industry Leadership Summit (COILS)
- Identify ORec education certificate programming and business curricula at a state level
 - Metro State to explore advance-manufacturing opportunities for the ORec Industry in Colorado.
 - Colorado Mountain College cut and sew certificate program / mountain bike trail building program / ski-snowboard shaping program.
 - Western State EMBA focused on the ORec Industry.
 - ORec office collating all existing ORec based degrees/programs in Colorado.
- Proactively recruit new ORec companies and investment opportunities to rural Colorado.

SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives

Outcome Measures: Drive/Contribute to the creation of 5 advanced industry jobs and 5 net business starts by June 2018.

Strategies:

- Redefine the Outdoor Retailer Trade shows (pending on successful acquisition)
 - Define the economic development dialogue within the show.
- Create and implement a comprehensive ORec Marketing/value proposition
- Shift focus from external business recruitment only to internal growth support.
- Develop the Adventures Academy; Experiential programming connecting entrepreneurs and angel investors.
- Identify the economic development drivers within the ORec space through the creation of a survey. Shift incentive offerings based on survey results.
- Engage active participation in global trade shows and awareness programs to deepen impact of emerging markets.

ORec Programs:

Blueprint 2.0: ORec/LEEDS MBA Strategic Planning Partnerships

Connect 2nd year MBA students/ Outdoor Club members with rural towns that are interested in deepening their business acumen within the ORec industry.

Funding Source: no funding

Personnel: 1 FTE

ORec Scorecard:

		ORec Total	SPI #1: Ensure strong rural focus for business growth initiatives	SPI #1a: Support communities where severe economic disruptions occurred (4R***)	SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives
Outcome Measures	Strategies/ Programs	Annual Target	Annual Target	Annual Target	Annual Target
Growing Jobs	EcoDevo Conservation/Stewardship EDU/Workforce training	50	25	5	5
Growing Net Business Starts	ORec/MBA/Blueprint Regional Incubators	20	10	5	5



6.7 Colorado Tourism Office (CTO)

CTO Focus:

CTO's focus is to drive traveler spending through promotion and development of compelling, sustainable travel experience throughout our four-corner state.

CTO SPIs:

SPI #1: Ensure strong rural focus for business growth initiatives.

Outcome Measure: Visitor spend, direct employment, campaign ROI

Strategies:

- Reposition the Heritage and Agritourism Program throughout FY18 as the Destination Development program to drive rural development through creation of new training opportunities, small implementation grants, and toolkits to support rural tourism business development.
- Build 50 itineraries for Colorado Field Guide as a springboard for promotion of travel opportunities in less-traveled places and seasons throughout Colorado.
- Complete study to establish regional identities that can serve as platforms for regional tourism marketing collaborations and drive traveler awareness of travel opportunities throughout the state.
- Complete review of Welcome Center program and secure board approval of recommendations to leverage this travel resource for more effective promotion of Colorado.

SPI #2: Define and employ an industry focus for business attraction, retention and expansion initiatives.

Outcome Measure: Visitor spend, direct employment, campaign ROI

Strategies:

- Launch tuition-based Colorado Tourism Leadership Journey in October to develop 20 high-potential tourism leaders annually to retain and reward top talent, build industry unity and drive future competitive advantage.
- Evolve the creative expression of the successful Come to Life marketing campaign to more fully express Colorado superlatives, differentiate Colorado from encroaching competitors and, most importantly, drive traveler inquiry and activity statewide.
- Allay concerns of Colorado residents regarding tourism impacts on natural resources through establishing and promoting sustainable/responsible tourism practices.
- Complete in-depth international travel research by winter 2018 to develop international strategy.
- Leverage opportunity of IPW Denver 2018 through development of inspirational messaging to international trade and media during National Travel and Tourism Week and trainings for the Colorado tourism industry.
- Create five topical tracks and other programming for the Governor's Tourism Conference, Oct 25-27 in Grand Junction, to provide networking, training and growth opportunities for Colorado DMOs, attractions, lodging and communities.

CTO Programs:

Destination Development

Funding Source: Tourism Promotion Fund

Personnel: 2 FTE

Field Guide Development

Funding Source: Tourism Promotion Fund

Personnel: 1 FTE

Regional Branding

Funding Source: Tourism Promotion Fund

Personnel: 3 FTE

Welcome Centers

Management of 11 Welcome Centers throughout the state.

Funding Source: Tourism Promotion Fund

Personnel: 2 FTE

Leadership Program

Statewide leadership development program for emerging tourism industry leaders.

Funding Source: Tourism Promotion Fund + tuition

Personnel: 2 FTE

Come to Life Re-launch

Funding Source: Tourism Promotion Fund

Personnel: 2 FTE

Sustainable Tourism

Statewide strategic plan development for tourism industry.

Funding Source: Tourism Promotion Fund

Personnel: 1 FTE

International Study & IPW

International marketing efforts.

Funding Source: Tourism Promotion Fund

Personnel: 2 FTE

Governor's Conference & Events

Statewide tourism industry conference and meetings for education, networking and reporting.

Funding Source: Tourism Promotion Fund + registration fees

Personnel: 1 FTE

Industry Research

Funding Source: Tourism Promotion Fund

Personnel: 2 FTE

Marketing Matching Grants

1:1 grant for marketing efforts.

Funding Source: Tourism Promotion Fund

Personnel: 1 FTE

Tourism Promotion

National marketing efforts.

Funding Source: Cash Fund and General Fund

Personnel: 3 full-time OEDIT employees.

Agritourism

Development and promotion of statewide Agritourism offerings.

Funding Source: Cash Fund

Personnel: 2 full-time OEDIT employees

Heritage

Promotion of statewide Heritage offerings.

Funding Source: Cash Fund

Personnel: 2 full-time OEDIT employees.



CTO Scorecard:

Outcome Measures	Strategies/ Programs	Annual Target
Increase Visitor Spending/ Economic Impact	Domestic and International Marketing Initiatives/ Colorado Tourism Roadmap/ Destination Development (formerly known as Heritage & Agritourism) – Measured annually by Dean Runyon & Associates and Longwoods International	\$20 Billion
Increase Direct Employment	Same as above – measured annually by Dean Runyon	165,000 total jobs 5,000 net new jobs
Increase Domestic Campaign ROI	Domestic Campaign ROI Measured biannually by Strategic Marketing and Research Insights	\$475: \$1



6.8 Special Projects

Project Link

Advance a thriving Colorado economy by creating more natural access between Colorado businesses and undergraduate students across state/private higher ed institutions. Improving the talent pipeline will ensure business stay and grow in Colorado and start-ups locate here. Project LINK will pair undergraduate student teams across multiple universities with real business problems on a project basis, utilizing a consulting-model approach. The State will seed the program by developing a student/project matching framework and providing businesses incentives for using the framework in years ~1-3. Prototype to commence in Fall 2017 with full rollout in Spring 2018.

Project Link SPI:

SPI: Create a matching mechanism between undergraduate student teams and business for experiential problem solving on a project basis.

Outcome Measure: Complete LINK pilot program (4 projects, with 1 on the western slope) by June 2018.

Strategies:

- Secure state funding and matching private funding to support FY18/19 (~\$2M)
- Recruit and sign day 1 consulting partner
- Develop cohort of businesses to participate in pilot program
- Work with 5 Universities to curate available student teams
 - University of Colorado
 - Colorado State University
 - University of Denver
 - Colorado School of Mines
 - Mesa State University
- Begin work on development of platform and matching algorithm (new development or leverage existing platforms)

Funding Source: Strategic Fund and private funding (cash and in-kind investment)

Personnel: TBD

StartUp Colorado

In FY18, OEDIT will seek to create a network emanating from the front range of Colorado that can leverage the success of a dense collection of entrepreneurs for the benefit of rural communities across Colorado. This network would be made up of ~500 advisors: each adopting a community. The adopted community would get the support of 5-10 advisors who would commit to being in the community once per year (10-12 visits per year per community). These visits would (among other activities) include: attending events, providing mentoring support, brainstorming operational challenges and supporting the company in fundraising.

Importantly and concurrently, we would help to support the creation of a ~\$10M Rural fund. Beyond connecting the community/startups to other capital around the state (loans, grants, VC), the network would play a key role in connecting qualified startups to this fund.

StartUp Colorado SPI:

SPI: Create a mechanism to support entrepreneurs in remote communities to help accelerate and ensure success.

Outcome Measure: Adopt a minimum of 10 rural communities by June 2018.

Strategies:

- Identify communities ripe for support (expect approx. 30 to exist initially).
- Put out a rallying cry to Front Range Network members to adopt a community (understanding expectations of the network)
- Partner with smaller networks that do exist in rural Colorado to amplify their impact
- Incorporate rural mentors in community to play a role in the network. Retirees in the rural areas are a key resource to tap for mentorship and leadership.
- Assemble a central very small team to help coordinate activities of the network and to drive and provide support for events in the rural communities
- Actively promote through grassroots efforts (local community newspaper/radio/social etc), broader earned media (CPR, Denver/Boulder outlets) and existing Front Range established network communications.
- Actively engage educational institutions in participating in these networks to connect (through targeted events, competitions and challenges)
- Combine this mentoring with rural capital sources such as the EDC's grants to small business non-profit lenders, revolving loan funds and the potential Venture Capital Authority (VCA) rural fund.

Funding Source: Privately funded

Personnel: TBD

Colorado Innovation Network (COIN)

COIN advances connections in the global innovation ecosystem whereby Colorado is recognized as one of the most innovative states in the nation, therefore advancing a vibrant and thriving Colorado. COIN is a physical and virtual network of global leaders that encourages relationships to support & grow Colorado's innovation ecosystem and to foster collaboration around global ideas, talent, capital, and the entrepreneurial spirit.

COIN SPI:

SPI: Leverage & sustain the asset developed to date to convene, connect and foster circles of exchange around ideas, capital, talent and the entrepreneurial.

Outcome Measure: Decide future network model by June 2018.

Strategies:

- Develop programmatic agenda pending outcome of capital campaign. May include:
 - Second "Reverb Conference" focused on disruption in government
 - Produce a third Imagine Colorado open innovation challenge
- Support statewide partner innovation program & events focused on community building/disruption in government (ex. Startup Week, Tech Tour)
- Support state's laboratory and research ecosystem

Funding Source: Privately funded

Personnel: None currently

Recruiting Coalition

Partner with the Colorado Technology Recruiting Coalition, a new venture by a group of top tech companies in Denver that is collaboratively creating an advertising & PR campaign in Silicon Valley. The campaign will position Denver and Colorado as one of the fastest growing tech hubs in the country with startups building companies that are hiring a steady stream of engineering, product development and business leaders willing to relocate to metro Denver area. The campaign will drive talent to a coalition website that presents job opportunities. OEDIT will assist the Coalition with development of the marketing assets which will be utilized for industry recruiting efforts.

Recruiting Coalition SPI:

SPI: Assist Recruiting Coalition with establishing a new brand and advertising campaign that positions the Denver metro area as the fastest-growing tech hub outside of Silicon Valley and targets top talent to relocate to Denver for work.

Outcome measure: Placement of 5 high-quality engineers/product leaders for each of the 10 charter business coalition members by June 2018.

Strategies

- Brand Development:
 - Raise initial investment round based on charter members
 - Hire creative agency to develop the brand, identity, and creative assets
 - Develop campaign strategy and creative
- Recruiting Campaign
 - Launch OOH and digital campaign targeting engineers, product developers and tech leaders in Silicon Valley
- Event Activation
 - Leverage initial campaign to promote ties to Denver Startup Week
 - Explore areas of collaboration with DDP Innovation Council for deeper funnel activities and next phase.
 - Launch OOH and digital campaign targeting engineers, product developers and tech leaders in Silicon Valley.

Funding Source: Privately funded

Personnel: None currently

Special Projects Scorecard:

SPI	Outcome Measure	Program	Annual Target
Create a matching mechanism between undergraduate student teams and business for experiential problem solving on a project basis.	# Projects completed and analyzed for program effectiveness	Project Link	4 Project Pilot Program
Create a mechanism to support entrepreneurs in remote communities to help accelerate and ensure success.	# Communities impacted	StartUp Colorado	10 communities
Assist Recruiting Coalition with establishing a new brand and advertising recruitment campaign that positions the Denver metro area as the fastest-growing tech hub outside of Silicon Valley and targets top talent to relocate to Denver.	# Hires	Recruiting Coalition	50 hires

6.9 Marketing, Communications & Public Affairs (MC&PA)

MC&PA Focus:

Marketing, Communications & Public Affairs (MC&PA) will promote the Colorado Story to drive awareness and relevance of OEDIT's recruitment, support and retention of companies & business. MC&PA will target in-state, national and international business leaders with targeted media and outreach.

MC&PA SPIs:

SPI #1: Assist Rural Colorado communities build stronger branding for Place & Community.

(Support OEDIT SPI #1)

Outcome Measure: Contribute to the creation of new jobs and rural business starts by increasing regional branding from 3 to 6 communities/regions by June 2018

Strategies:

- Develop and Strengthen the Brands for 3 selected communities (Blueprint 2.0 Initiative)
- Execute Marketing plans for each of the 3 communities
- Expand Blueprint 2.0 Initiative "Branding Place & Communities". Help economically underperforming communities develop branding strategies. Identify up to 5 additional communities.

SPI #2: Communicate Colorado's business offerings through compelling success stories to support recruitment efforts and retention of Colorado companies. (Support OEDIT SPI #2)

Outcome Measure: Contribute to the creation of 4180 advanced industry jobs and 35 net business starts by June 2018.

Strategies:

- Hire new advertising / branding agency to develop creative brand and engagement campaign.
- Develop Business marketing collateral to support recruitment of business and talent to Colorado
- Create and implement digital and print campaign focused on advanced industry and targeted regions.
- Grow owned media channels by 3%-5%

SPI #3: Promote ChooseColorado.com as the premier economic development website that will become the heart of the digital ecosystem for the Colorado business brand.

Outcome Measure: Increase unique visitors +10%, time on site +5% and new leads +5% for OEDIT business supporting programs by June 2018.

Strategies:

- Update content on Quarterly basis
- Promote site with sponsored media buy & earned media

MC&PA Programs:

Marketing

Provides marketing resources to promote a positive business story for the state. Our goal is to enhance Colorado's reputation as a premier place to work and do business. Research to drive data based decision making for OEDIT strategies.

Funding Source: General fund

Personnel: 2 Full-time OEDIT employees.

Communications

Provide outreach and interaction with the state to clearly communicate success occurring around the state. Continually inform and work with statewide partners to support recruitment and retention of Colorado companies.

Funding Source: General fund

Personnel: 3 full-time OEDIT employees

Public Affairs

Drive awareness of OEDIT's role in recruiting and retaining companies and support Colorado success stories through relationships with Governor's and legislative offices.

Funding Source: General fund

Personnel: 1 full-time OEDIT employee

MC&PA Scorecard:

Outcome Measures	Strategies/ Programs	Annual Target
Increase Regional Branding	"Branding Place & Communities" Blueprint 2.0 Initiative	6 communities
Increase engagement on Choosecolorado.com	SEO Campaign	>10% New Visitors >5% Avg Session >5% new leads
Impressions, Mentions and Ad Value	Earned Media PR LinkedIn Campaign Tech Sector LinkedIn Bio Science Sector Selected Global Advertorial	1B Impressions 6500 Mentions \$85M Ad value
ROI	Paid Media Campaigns	\$1.50 Blended Return

6.10 Operations

Operations Focus:

Operations is focused on partnering to empower a thriving OEDIT. By providing support to OEDIT, divisions can spend their time and energy on advancing the Colorado economy. The Operations team assists staff, vendors and other stakeholders in all of their processes.

The Operations Division encompasses five sub-components of support services: Accounting and Budgeting, Procurement, Human Resources, Office Management, and Project Management. All of these services align with OEDIT's goals by providing underlying support for each Strategic Policy Initiative.

Operations SPIs:

Funding Source: General Fund Administration Line Item as well as distributed cost allocation from divisions.

Personnel: 10.5 FTE + contract labor on project basis

SPI #1: Increase OEDIT staff's understanding of the state's accounting and procurement systems and rules to improve compliance and create efficiency.

Outcome Measures: Reduce fiscal violations in FY18 by 50%.

Strategies:

- Provide clear and user friendly forms that ensures consistency
- Provide on-going training- major stakeholders, new hires, accounting liaisons
- Formalize recording & tracking of violations and enforce disciplinary action for repeat offenders.
- Create and distribute survey to solicit staff feedback on how the effectiveness of accounting and procurement function can be improved.

SPI #2: Revitalize and invigorate direct engagement of workforce.

Outcome Measure: Increase OEDIT internal employee engagement survey results by 20% by June 2018.

Strategies:

- Better understand OEDIT's needs through yearly employee satisfaction and engagement survey (survey to be distributed in July 2017 and again in June 2018)
- Create an employee engagement council to assist in developing and implementing engagement strategies.
- Develop resources and expand growth and development opportunities based on survey feedback.

SPI #3: Apply technology to enhance existing ERP system and internal control.

Outcome Measure: Migrate greater than 50% of all transactions into Salesforce by June 2018.

Strategies:

- Develop a mechanism for tracking PO/CT that will measure the time taken from PO/CT Request by Division to execution.
- Increase accountability and behavior by divisions that will reduce procurement and statutory violations.
- Serve as a tool that will automate the purchase and procurement process

SPI #4: Improve customer service by minimizing administrative burdens and increasing efficiency and security.

Outcome Measure: Enroll 75% of new vendors into the EFT system by June 2018.

Strategies:

- Eliminate paper checks by enrolling all existing and new vendors in the Electronic Funds Transfer system.

Operations Scorecard:

SPIs/Goals	Outcome Measure	Annual Target
Increase OEDIT staff’s understanding of the state’s accounting and procurement systems and rules to improve compliance and create efficiency	Reduce fiscal violations in FY18 by 50%	50%
Revitalize and invigorate direct engagement of workforce	Increase OEDIT internal employee engagement survey results by FY18 by 20%	20%
Apply technology to enhance existing ERP system and internal control	Migrate greater than 50% of all transactions in to Salesforce by June 2018	>50%
Improve Customer service by minimizing administrative burdens and increasing efficiency and security	Enroll 75% of vendors into the EFT system by June 2018	75%